ANNEX N

DIRECTION & CONTROL

CITY OF HOUSTON

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ANNEX N

DIRECTION & CONTROL

I.   AUTHORITY

Refer to City of Houston Basic Plan, Volume I

II.   PURPOSE

The purpose of this document is to delineate responsibilities for the effective coordination of the City's response to an emergency or imminent disaster by establishing procedures for activating, staffing, operating and deactivating the Emergency Operations Center (EOC).

III. EXPLANATION OF TERMS

A.   Acronyms

DDC	Disaster District Committee
EMC	Emergency Management Coordinator
EOC	Emergency Operations Center
FEOC	Field Emergency Operations Center
GDEM	Governor's Division of Emergency Management
HEC	Houston Emergency Center
ICP	Incident Command Post
IMG	Interdepartmental Management Group
NIMS	National Incident Management System
OEM	Office of Emergency Management
PIO	Public Information Officer
RIMS	Regional Incident Management System
TLETS	Texas Law Enforcement Telecommunications Network

IV.   SITUATION AND ASSUMPTIONS

A.   Situation

1.   In order to provide the most effective management of a major emergency, all department/agency administrative efforts will be coordinated through the EOC. The City's EOC has been designated as the coordinating center for all emergency management activities to include coordination and recovery.

2.   Our community is vulnerable to many hazards which threaten public health and safety and public or private property.

3.   Our direction and control organization must be able to activate quickly at any time day or night, operate around the clock, and deal effectively with emergency situations that range from minor to catastrophic. Refer to the Basic Plan, Volume I, section 3.2.1, for additional details.

B.   Assumptions

    1.   Activities presented are applicable to all emergency situations and will provide adequate direction for proper emergency management.

    2.   Many emergency situations occur with little or no warning. If warning is available, alerting the public, recommending suitable protective actions, taking preventative measures, and increasing the readiness of and deploying emergency response forces may lessen the impact of some emergency situations.

    3.   The City will use its own resources to respond to emergency situations and, if needed, request external assistance from other jurisdictions pursuant to interlocal agreements or from the State. Since it takes time to summon external assistance, it is essential for the City to be prepared to carry out the initial emergency response on an independent basis.

    4.   Emergency operations will be directed by local officials, except where state or federal law provides that a state or federal agency must or may take charge or where local responders lack the necessary expertise and equipment to cope with the incident and agree to permit those with the expertise and resources to take charge.

    5.   Effective direction and control requires suitable facilities, equipment, procedures, and trained personnel. Direction and control function facilities will be activated and staffed on a graduated basis as needed to respond to the needs of specific situations.

V.   CONCEPT OF OPERATIONS

When EOC activation is required only for purposes of increased monitoring of activities, the City's Office of Emergency Management (OEM) staff will manage the EOC until the event is terminated or the level of activation is increased to the next level or deactivated. When the EOC becomes fully activated, the Emergency Management Coordinator (EMC) or designee will inform the Mayor and appropriate department directors as to the reason for the activation and immediately initiate a planned response based on the current information of the situation. Unless otherwise directed, the EMC assumes message release authority and may delegate this authority to the EOC Controller's discretion. Media phone calls will be handled by a Public Information Officer (PIO) from a pool comprised of PIOs from the City of Houston.

The Mayor, EMC or Department Director may request to activate the EOC (refer to Basic Plan, Volume I, section 3.5 for additional information). The EMC is responsible for notifying the Governor's Division of Emergency Management (GDEM), Region 2 Disaster District Committee (DDC) and coordinating the activities of the Interdepartmental Management Group (IMG) and other agencies as required.

The EOC will be deactivated by the EMC or the EOC Controller when there is no longer a need for centralized administrative coordination of an emergency event. Notification to the GDEM, DDC and appropriate departments and agencies will be made.

The EOC Activation/Deactivation checklist will be used as appropriate (refer to Tab C to Appendix 1).

The EOC will be activated by means of a personal telephone call or paging system. These means will be utilized to notify EOC liaisons to respond to the EOC. OEM will maintain the call-down system.

When resources of the City are exceeded, the EMC will advise the appropriate authorities on the type of assistance required. Refer to the Basic Plan, Volume I, section 3.8, for requesting outside assistance.

A.   General

The City has adopted the National Incident Management System (NIMS) and implemented all of the NIMS procedures and protocols which will allow the City to effectively work with mutual aid partners, state and federal agencies during any type of incident response. For additional details regarding NIMS, refer to the Basic Plan, Volume I, section 3.4. The EOC is the key to successful, coordinated response and recovery operations. With decision-makers together at one location, City resources and assets can be utilized more effectively. Coordination of response and recovery activities will ensure that tasks are accomplished with little duplication of effort.

B.   Incident Management System

Refer to the Basic Plan, Volume I, section 3.4.3.

C.   EOC Operations

Refer to the Basic Plan, Volume I, section 3.4.7.

D.   IC and EOC Interface

Refer to the Basic Plan, Volume I, section 3.4.11.

E.   Phases of Management

Refer to the Basic Plan, Volume I, section 1.8.

VI.   ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES

A.   Organization

Refer to the Basic Plan, Volume I, section 4.0, Tab 1.

B.   Assignment of Responsibilities

Refer to the Basic Plan, Volume I, section 5.0, Appendix A.

VII.   DIRECTION & CONTROL

Refer to the Basic Plan, Volume I, section 3.4.

VIII.   READINESS LEVELS

Refer to the Basic Plan, Volume I, section 3.2.2.

IX. ADMINISTRATION AND SUPPORT

    A.   Facilities and Equipment

        1.   EOC

              a.   ███ .

              b.   Facilities

                    (1)   Working areas include offices, Policy, Operations, Planning, Resource Management, Communications and meeting rooms. █████████████████████████ ████ .

                    (2)   Contains necessary communication equipment to coordinate emergency activity. Refer to Annex B, Communications, for communications connectivity.

                    (3)   Emergency generators and a ██████ supply of fuel.

        2.   Alternate EOC

Should the City's EOC become unusable, the EOC operations will be relocated to an appropriate facility from which the event can be managed ███ .

        3.   Incident Command Post

During emergency operations, it may be necessary to set up a field Incident Command Post to coordinate activities at the scene. Should that be necessary, the Field Emergency Operations Center (FEOC) will be utilized for that purpose.

        4.   FEOC

This specialized vehicle has been designed to be an extension of the EOC. It is a state-of-the-art field mobile EOC that can be deployed to significant incidents. Personnel from various City departments come together to jointly manage an incident. The FEOC has five (5) individual workstations that contain 2-way radio equipment, computers, telephones and a planning/conference area. ████████████████████████ ███████████████████ .

    B.   Reports and Records

        1.   Refer to the Basic Plan, Volume I, sections 3.7.3.and 3.7.4.

        2.   Operations Log

A record of major events during EOC operations will be compiled using the Regional Incident Management System (RIMS).

        3.   Refer to the Basic Plan, Volume I, section 3.7 for additional information.

C.   Access to the EOC will be restricted to authorized personnel only.

D.   Media

Scheduled news conferences will be held at regular intervals in identified press areas. A member from the PIO pool will coordinate with the media during EOC operations.

X.   ANNEX DEVELOPMENT & MAINTENANCE

A.   Development

Refer to the Basic Plan, Volume I, section 4.0, Tab 3.

B.   Maintenance

Refer to the Basic Plan, Volume I, section 1.4.4.

XI.   REFERENCES

A.   GDEM, Local Emergency Management Planning Guide (DEM 10).

B.   FEMA, Guide for All-Hazard Emergency Operations Planning (SLG-101).

APPENDICES

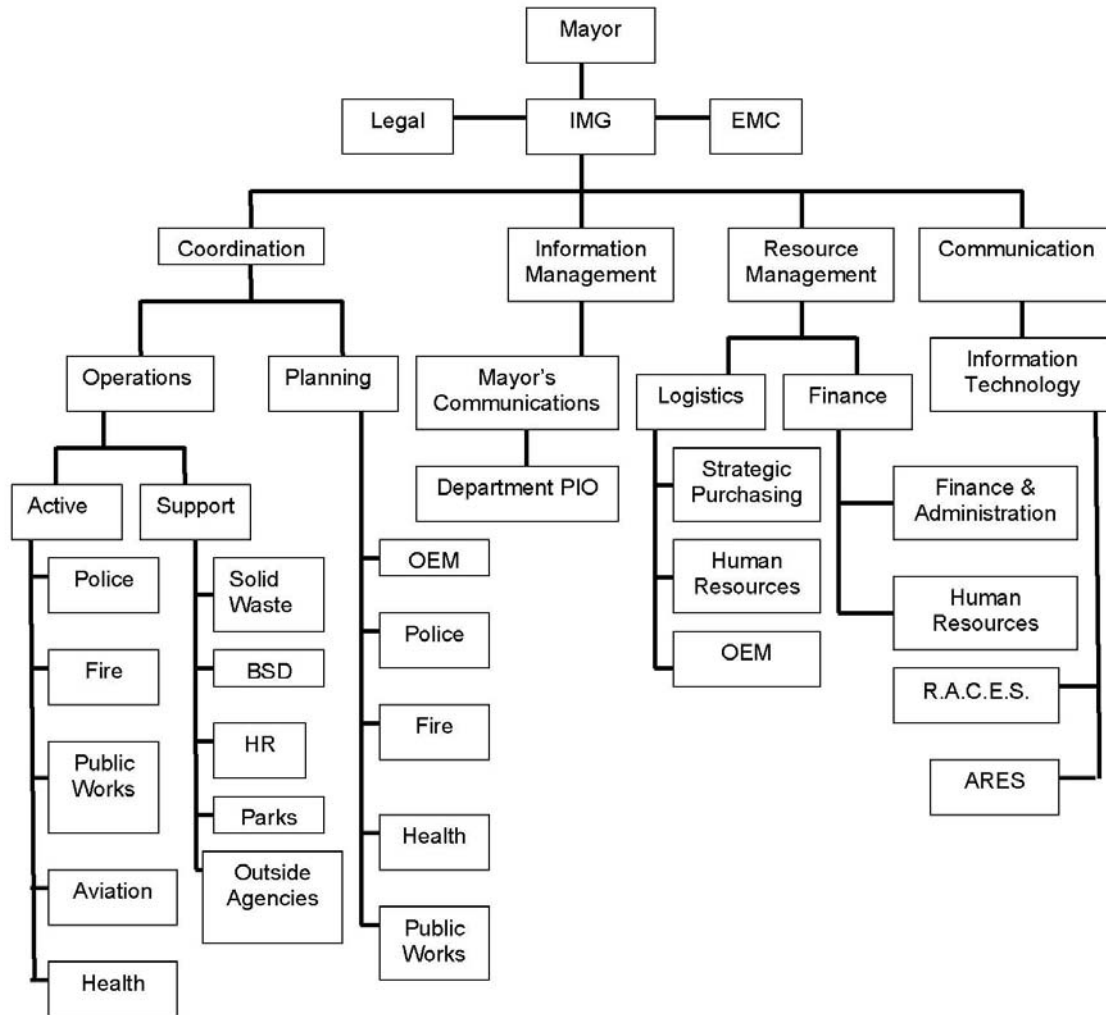APPENDIX 1

      Tab A   EOC Organizational Chart

      Tab B   EOC Staff Roster

      Tab C   EOC Activation/Deactivation

      Tab D   EOC Floor Plan

      Tab E   EOC Operations

      Tab F   Message Procedures and Forms

APPENDIX 2

      Initial Emergency Report

      Request for State/Federal Assistance

      City of Houston's Event Situation Report

      Situation Report

Tab A to Appendix 1 to Annex N
EOC Organizational Chart

Tab B to Appendix 1 to Annex N

EOC STAFF ROSTER

Position	1st Shift Midnight to Noon	2nd Shift Noon to Midnight
EOC Controller		
Operations:		
Law Enforcement		
Fire & Rescue		
Public Works		
Damage Assessment		
Debris Management		
Planning		
Resource Management		
Recovery:		
Resource Management		
Transportation		
Communication		
Administrative Support		
Humans Needs Group		
Shelter & Mass Care		
Humans Services		
Health & Medical		
Utilities		
Support:		

Tab C to Appendix 1 to Annex N

EOC ACTIVATION/DEACTIVATION

1.　　General

　　A.　　The Mayor, EMC, or Department Director may request that the EOC be activated. A decision to activate the EOC is typically made on the basis of staff recommendations.

　　B.　　The EMC or designee activate the EOC and will normally determine the level of EOC staffing required based upon the situation.

　　C.　　The EMC is responsible for maintaining the EOC Staffing Roster and ensuring that appropriate EOC staff members are notified to report to the EOC in the event the facility is activated.

2.　　Activation Checklist

✓	Action
☐	Determine level of EOC staffing required.
☐	Make notifications to the appropriate EOC staff and liaison personnel.
☐	Advise appropriate agencies that EOC is being activated.
☐	Provide security list of names reporting to EOC.
☐	Review EOC all applicable procedures.
☐	Additional EOC telephones, if required.
☐	Prepare EOC Badge Roster & issue EOC badges.
☐	Test radios in communications room.
☐	Ensure EOC computers are operational.
☐	Check operation of copier and ensure copier paper is available.
☐	Turn on EOC TV monitors.
☐	Check status of supplies and forms in the EOC work area and replenish from storage closet.
☐	Test emergency generator and determine fuel status.
☐	Brief arriving personnel on status of emergency situation.
☐	Remind personnel to use RIMS.
☐	Determine requirements for food service, if appropriate.
☐	
☐	
☐	
☐	
☐	
☐	
☐	

3.   Deactivation Checklist

✓	Action
☐	Collect the RIMS Log, EOC Message Log, the master file of incoming and outgoing messages, the EOC Badge Roster, and other specified materials and retain those for reference.
☐	Advise appropriate agencies that EOC is being deactivated.
☐	Remove EOC status boards from walls, clean, and return to storage closet.
☐	Deactivate radios in communications room.
☐	Deactivate EOC computer and printer.
☐	Turn off EOC TV monitors.
☐	Replenish working supplies and forms from storage closet.
☐	Determine generator fuel status and arrange for refueling if necessary.
☐	If Conference Room was used as work room, ensure it is cleaned up.
☐	Arrange for cleaning of EOC and removal of trash, if necessary.
☐	"Turn off the lights".
☐	

Tab D to Appendix 1 to Annex N

Appendix Redacted – Data Removed

Tab E to Appendix 1 to Annex N
EOC OPERATIONS DURING ACTIVATION

I.   EOC Staff Responsibilities

    A.   The EMC or EOC Controller

        1.   Directs EOC operations.

        2.   Constant monitoring of RIMS checking status of internal and external requests for each incident entered.

        3.   Coordinate requests with state/federal agencies for resources not available from jurisdictions that the City has interlocal agreements.

        4.   Review incident Situation Report in RIMS.

        5.   May need to enter information into RIMS if liaisons(s) have not reported to the EOC.

        6.   Approve outgoing messages and reports for release.

        7.   Conduct periodic update briefings for the EOC staff and elected officials.

    B.   Liaisons

    Liaisons include representatives of departments and agencies that compose the Operations, Planning, Financial/Admin and Logistics Groups.

        1.   Have knowledge of their organizational resources and expertise in their use.

        2.   Forward and respond to requests for emergency resources or information from their department, agency, or group, coordinating as necessary with their parent organization.

        3.   Receive emergency information and enter it into the RIMS.

        4.   Work with other EOC liaisons to resolve problems that require multi-agency action.

    C.   Public Information Staff

        1.   Develops and disseminates appropriate emergency public information through news releases, briefings, and, where appropriate, emergency information systems.

        2.   Manages media inquiries.

    D.   Communications Staff

        1.   Receives incoming EOC message and transmits outgoing EOC messages.

        2.   Maintain the required communications log.

II. Information Flow

    A.   RIMS will be the primary system to log incidents and enter internal and external requests. Paper forms depicted in Tab F to Appendix 1 are to be used should

RIMS go "off-line." When RIMS is back "on-line," and if time permits, enter information recorded on paper forms.

B. Outgoing faxes are to be reviewed by the EMC or EOC Controller prior to release.

III. Reports

RIMS provides information regarding:

- Log for each recorded incident
- Internal and external resources that have been requested and their status
- Utility outages, if any
- Road closures, if any
- Damage assessment, if any
- Medical facilities information, if any
- Public facilities information, if any
- Shelter information, if any
- Chemical release information, if any
- News Situations that are significant, if any

IV. Briefings

A. Situation Update Briefings. The EMC or EOC Controller will conduct periodic informal situation update briefings for the EOC staff, recapping the current situation and highlighting ongoing actions and issues to be resolved. Briefings shall be kept short so they will not disrupt ongoing EOC operations.

B. Shift Change Briefing. Outgoing EOC team members shall conduct an individual face-to-face turnover briefing to update their replacement on recent and ongoing emergency operations. Such briefings shall always include a detailed review of any tasks in progress or awaiting action that arriving personnel must monitor or complete.

C. Media Briefings. The Public Information staff shall schedule and conduct briefings for the media as needed. To preclude disruption of EOC operations, media briefings will not be conducted in the primary EOC work area.

V. EOC Security

If the EOC is activated, site security will be notified of authorized personnel expected to report to the EOC. EOC ID Badges will be assigned and are to be displayed by all personnel. A sign-in roster will be maintained that records the name, organization, time-in/time-out and badge number.

Tab F to Appendix 1 to Annex N

MESSAGE PROCEDURES AND FORMS

I.   Procedures

After activation of the EOC, should RIMS go "off-line," the following procedures are to be followed to ensure full documentation of operation.

A.   Major events are to be recorded on the Operations Report Form. Forms will be sequentially number when they are printed. Distribution of the 3-part form is listed at the bottom. The Follow-up Report will be used to provide updates to the Operations Report Form. The originator will assign the same Ops Rep # and put the letter "A" for the first update, "B" or the second update, etc. Distribution of the 3-part form is at the bottom. The Communication Form will be used for radio (2-way), telephone calls and faxes received that need the attention of EOC personnel. Distribution instructions are located near the top.

B.   The EOC Controller will issue forms to liaisons. Since the Operations Report Form will be sequentially numbered, the EOC Controller will keep records of who received numbered forms. If an error is made in completing the Operations Report Form, write VOID across the form and return along with unused forms to the EOC Controller.

C.   Radio and telephone operators must keep logs on incoming and outgoing messages.

D.   The Operations Report and Follow-up Report Forms as well as the Communication Form will be entered into RIMS to serve as a master log of message traffic.

E.   Message received in Communications Room

Radio Operator

1.   Record message using appropriate form

2.   Enter radio log

3.   Forward to EOC Controller

EOC Controller

1.   Determine appropriate operations agency

2.   Assign priority

3.   Forward to operating agency

F.   Message received in Operations Room

Operations personnel

1.   Record message using appropriate form

2.   Determine capability to respond
     Forward to appropriate agency if unable to respond

3.   Coordinate and complete response

4.   Forward to EOC Controller

         In addition, Communications room, if necessary

<u>EOC Controller</u>

1.   Inform EMC regarding significant request for assistance and/or resources

Tab F to Appendix 1 to Annex N

CITY OF HOUSTON

Emergency Operations Center
Major Event

Operations Report Form

OPSREP #_____   Recorded by:_____   Date:_____   Time:_____

Prepared by:_____   Department/Agency:_____

Day:_____   Date:_____   Time:_____

Situation:_____
_____
_____
_____
_____
_____

Department/Agency Impact Statement: (Equipment, Personnel, Service Delivery, Budget etc.)
_____
_____
_____
_____
_____

Public Impact Statement: (Health, Safety Welfare, Service Delivery)
_____
_____
_____
_____
_____

Corrective Actions: (Short Term) _____
_____
_____
_____
_____

WHITE – Originator   YELLOW – EOC Controller   PINK – Data Entry

Tab F to Appendix 1 to Annex N

CITY OF HOUSTON

Emergency Operations Center
Major Event

Follow-up Report Form

OPSREP#:_____ Follow-up Report_____(Alpha)

Recorded by:_____ Date:_____ Time:_____

Prepared by:_____ Department/Agency:_____

Day:_____ Date:_____ Time:_____

Follow-up Report (Current Situation, Impact Statement, Actions Taken)

_____

_____

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WHITE – Originator   YELLOW – EOC Controller   PINK – Data Entry

CITY OF HOUSTON
Emergency Operations Center
COMMUNICATION FORM
(Radio [2 way] – Telephone – Fax)

Instructions: Complete this form and deliver to the appropriate department/agency liasion. If not sure, deliver to Controller where primary department/agency routing will be done.

Check One: ☐ Radio 2-way   ☐ Telephone   ☐ Fax (Attach Fax)

Received by:_____ Department/Agency:_____

Day:_____ Date:_____ Time:_____

Situation:_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Department/Agency Assigned:_____(Primary)

Controller:_____ Date:_____ Time:_____

Appendix 2 to Annex N

INITIAL EMERGENCY REPORT

1. Purpose

    The purpose of this report is to advise the State (through the local Disaster District), nearby jurisdictions that may be affected, and jurisdictions that may provide resources under a mutual aid agreement of an incident that has the potential to become a major emergency or disaster. An Initial Incident Report should be dispatched as soon as it becomes apparent that an incident has the potential to become a serious emergency situation. The report should be sent in written form (such as TLETS teletype or facsimile) if possible. If this is not feasible, a verbal report should be made by telephone or radio.

2. Format

    DATE/ TIME:

    FROM:

    TO: DPS Region 2A, DDC Chairperson
           [Adjacent jurisdictions from which resources may be requested pursuant to interlocal agreements]

    SUBJECT: INITIAL EMERGENCY REPORT

    A.   TYPE OF INCIDENT:

    B.   DATE & TIME OF OCCURRENCE:

    C.   DESCRIPTION: (a short description of what happened or is occurring)

    D.   AREA AFFECTED:

    E.   RESPONSE ACTIONS UNDERWAY:

    F.   ASSISTANCE REQUIRED, IF ANY:

    G.   POINT OF CONTACT INFORMATION:

Appendix 2 to Annex N

REQUEST FOR STATE / FEDERAL ASSISTANCE

Once completed, fax form to the DDC 2A.

<u>**To:**</u> **DDC 2A Chair / RLO**   *Date:*   *Time:*

██████████████

From: *Jurisdiction:* **City of Houston**   **Office of Emergency Management**

                    POC: _____   *Signature:*_____

                    Title: _____

                Phone #:   _____

                 Cell #:   _____

                 Fax #:   _____

               E-Mail: _____

The City of Houston sought assistance from the Harris County Office of Emergency Management / Emergency Operations Center for the following specified problem. They advise they are unable to provide the type of assistance requested.

Nature of Problem
_____

Type of Assistance Needed (be as specific as possible)
_____

Location of Staging Area (to where & whom is the assistance to report)
_____

Used to inform and update the Mayor, Department Director and key City officials of a significant event affecting the City.

City of Houston
Office of Emergency Management

EVENT SITUATION REPORT

Initial Report: **Update Report No.**

Event:

Date: **Time:**

To:

I.   **Event description:**

II.   **Impact statement (current/future):**

III.   **Response Coordination:**
             (Agency involvement)

Prepared by: **Phone No.:**

Appendix 2 to Annex N

SITUATION REPORT

1.   Purpose

The purpose of this report is to advise the State (through the local Disaster District), nearby jurisdictions that may be affected, and jurisdictions that are providing resources under a mutual aid agreement of the status on an ongoing major emergency situation.

2.   Format

DATE/ TIME:

FROM:

TO: DPS District 2A, DDC Chairperson
         [Adjacent jurisdictions from which resources may be requested pursuant to
         interlocal agreements]

SUBJECT: SITUATION REPORT #
            FOR [event description] Covering the Period
            From: _____To: _____

A.   CURRENT SITUATION:
[What is being done about the emergency situation and by whom? Are there any problems hampering the emergency response? Is the situation getting worse, remaining stable, or winding down?]

B.   AREAS AFFECTED:

C.   RESPONDING AGENCIES/ORGANIZATIONS:
[Include local, state, and federal responders plus volunteer groups]

D.   CASUALTIES (cumulative):
        1.   Fatalities
        2.   Injured:
        3.   Missing:

E.   ESTIMATED DAMAGES (cumulative):
        1.   Homes Destroyed/Damaged:
        2.   Businesses Destroyed/Damaged:
        3.   Govt. Facilities Destroyed/Damaged:
        4.   Other:

F.   EVACUATIONS (cumulative)*:   [Estimated number of evacuees]

G.   SHELTERS (cumulative):
        1.   Number of Shelters Open:
        2.   Estimated Occupants:

H   ROAD CLOSURES:

I.   UTILITY OUTAGES:

J.   COMMENTS: